

BIOSOLIDS EMS MANUAL

ELEMENT 5.0

BIOSOLIDS GOALS AND OBJECTIVES



REVISION	EFFECTIVE DATE	APPROVAL SIGNATURE
14	August 03, 2016	

PURPOSE

The purpose of this element is to drive the continual improvement of the beneficial reuse/recycling operation by establishing Specific, Measurable, Achievable, Relevant and Time-bounded (SMART) long-term biosolids program goals and associated short-term objectives for biosolids management activities. The City of Fort Worth has included its main biosolids goals in its biosolids policy as follows:

City of Fort Worth Biosolids Policy

The Fort Worth Biosolids Program is committed to protecting the environment as well as the health and safety of its workers and the general public. This shall be accomplished through the evaluation and implementation of innovative strategies that are feasible and cost effective and which also result in the production of high quality biosolids.

To have an effective biosolids program, the City and its Contractor are committed to:

- Beneficially reusing/recycling 100% of the Class AB biosolids produced at Village Creek Water Reclamation Facility
- Complying with all federal, state and local requirements
- Following the National Biosolids Partnership's *Code of Good Practice*
- Continuing to utilize the Biosolids Program's Environmental Management System to continually improve environmental performance, implement goals, and take preventative actions
- Building and maintaining positive relationships with the public and interested parties
- Researching and implementing technologies or processes that optimize systems

The goals and objectives formulated with this element also help the City of Fort Worth to meet its vision statement, which says, *"By the year 2020, Fort Worth's environmental quality will also be superior, meeting the highest national standards"* and the Water Departments mission *"to provide safe and reliable water and wastewater service with environmental integrity"*. This element describes the continuous planning and budgeting process that identifies these goals and objectives and their relationship to the City's overall planning and budgeting system.

SCOPE

The goals and objectives developed under this element apply to all critical control points in the biosolids value chain and all EMS elements.

KEY WORDS

- Biosolids Management Program
- Biosolids Program Goal(s)
- Biosolids Program Objective(s)
- Biosolids Public Acceptance Requirements
- Biosolids Value Chain
- Business Plan
- Comprehensive Business Plan

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- Critical Control Points
- Outside Parties
- Strategic Goals
- Water Department Master Plan
- Water Department Business Plan

RESPONSIBILITY

Assistant Director (Water Reclamation and Reuse), Biosolids EMS Manager, EMS Management Team and the Biosolids Contractor evaluate input from City personnel and interested outside parties. Using this input and the framework established by the Biosolids Policy, Code of Good Practice, and the Fort Worth Comprehensive Business Plan, goals and objectives are formulated for Village Creek Water Reclamation Facility (VCWRF) and the biosolids program. A complete breakdown of roles and responsibilities appears in Element 7.0.

PROCEDURE

The Biosolids EMS Management Team collects data, receives public input, and monitors daily operations to determine areas within the biosolids program that can be improved. Based on this review and discussion, the team formulates the goals to address the areas of improvement and assigns members to develop action plans detailing the objectives necessary to accomplish these goals.

Each person assigned an action plan coordinates their plan with the Biosolids EMS Manager. The Biosolids EMS Coordinator updates the existing goals, objectives, and action plans and incorporates any new ones in the Biosolids Goals and Objectives Summary Table (Appendix 5a) and presents them to EMS Management Team. The Assistant Director, with staff support, incorporates the biosolids goals with other VCWRF goals and ranks the goals according to need. The Assistant Director then selects the most urgent goals and incorporates them into the annual VCWRF budget and Water Department Business Plan. The Water Department Director must approve the budget and Water Department Business Plan before it is submitted to City Council for final approval. City Council budget approval allocates the money to achieve the goals. The Contractor and the City agree upon the goals and objectives that fall within the bounds of their contract. The Contractor then allocates the necessary funds within his budget to accomplish the goals.

SMART Criteria

During the development process of goals and objectives, the SMART criteria will be referenced in order to ensure that goals are effective and have a better chance of being accomplished. The criteria and their requirements are listed below.

<u>Specific:</u>	Each goal shall detail specific actions that will improve one or more of the following: environmental performance, biosolids management practices, regulatory compliance, and/or public relations.
<u>Measureable:</u>	Each goal should have a quantifiable performance measure that shows improvement in one or more of the following: environmental performance, biosolids management practices, regulatory compliance, and/or public relations.
<u>Achievable:</u>	The goal should be realistic and feasible (financially, technologically, etc).
<u>Relevant:</u>	The goal should be strategically significant and consistent with Fort Worth's biosolids management policy
<u>Time-bounded:</u>	The goal should be grounded within a realistic timeframe in order to track its progress and status.

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Review

Throughout the year, the Biosolids EMS Manager, Biosolids Contractor and the EMS Management Team, reviews and evaluates the progress towards the biosolids goals and objectives listed in the Biosolids Goals and Objectives Summary in Appendix 5a. The Fort Worth Biosolids Program Goals and Objectives are reviewed and evaluated during the year at the following meetings:

- **Biosolids Project Progress Meetings between City and Contractor**
The City and Contractor discuss the progress toward the biosolids goals and the objectives necessary to obtain the goals as described in the action plans outlined on the Biosolids Goals and Objectives Summary (Appendix 5a).
- **Internal Audit (Element 16.0)**
During each EMS audit (Internal and Interim) the Biosolids EMS Manager, EMS Management Team and EMS auditors review the progress toward the goals and objectives as described in the action plans in Appendix 5a. The EMS auditors may recommend changes to the goals and objectives and document progress toward the goals and objectives in the audit report. The Biosolids EMS Coordinator notes the auditors' recommendations in the Biosolids Goals and Objectives Summary Table "Status" field and submits the updated table to EMS Management Team for approval. Upon approval, the Biosolids EMS Coordinator incorporates the updated Goals and Objectives Summary table into the EMS manual.
- **EMS Management Review (Element 17.0)**
Using the EMS Audit Reports and updated Biosolids Goals and Objectives Summary Table as an indicator, the EMS Management Team evaluates the status of the biosolids goals and objectives at least once per year, determines the validity of the existing goals and objectives based on data collected during the year, and establishes new goals and objectives to continually improve the management program. The EMS Management Team assigns personnel to formulate action plans for each goal.

At the scheduled progress meetings, EMS audits and the EMS Management Review, the EMS Management Team members reviews the goals and objectives progress, updates status, discusses and recommends actions to be taken, etc.

Updates

Once per quarter (see EMS Planning Schedule for specific timeline) the Biosolids EMS Coordinator shall meet with the responsible individual(s) to track progress towards completion of goals and objectives. Once a goal has been completed Appendix 5a shall be updated to indicate as such. All completed goals shall be moved to the end of the quarterly goals and formally removed after the end of the reporting year (July 31st), which will be reflected in the quarterly update in September.

Proactive Public Participation

Throughout the year, comments and ideas from proactive public participation (see Element 6) will be evaluated and utilized to develop new goals and objectives. The evaluation of comments will be documented with the Public Participation Feedback Evaluation Form. This document will be completed and filed in the Goals and Objectives Binder. When a new goal or objective is developed based on this method, Appendix 5a will be updated. The new goal/objective will include a footnote describing how public participation assisted in the development of the specific goal/objective. The following flowchart illustrates the process in which public feedback/comments will be assessed for the development of new goals.

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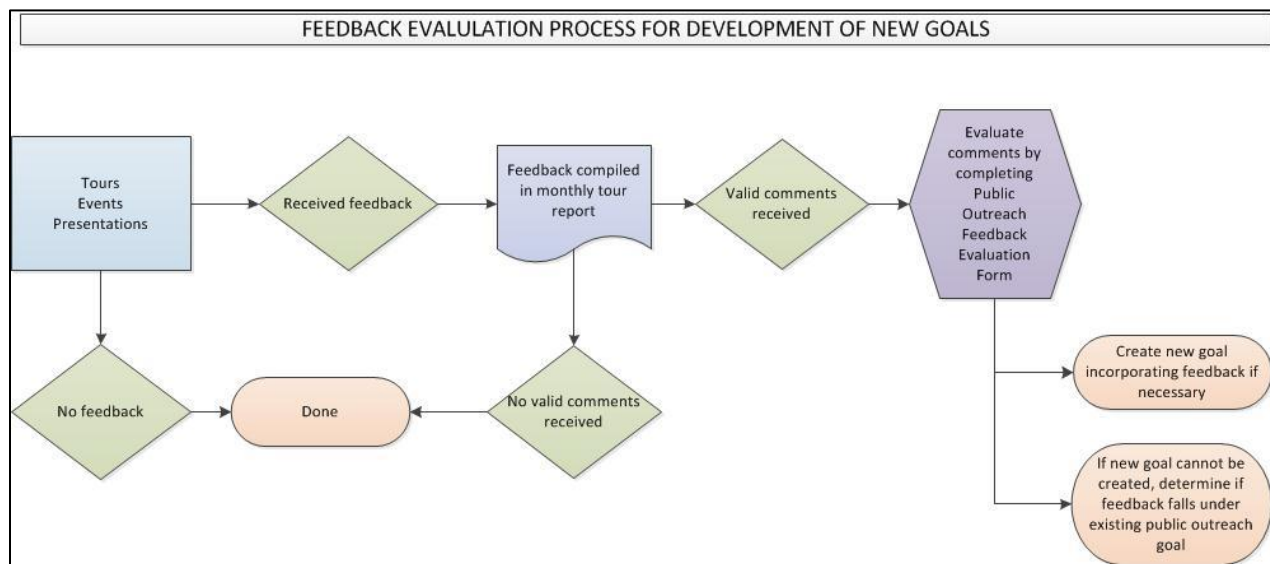


Figure 5.1 Feedback Evaluation Process for Development of New Goals

REFERENCES

- BMP Guidance Manual, (NBP): <http://www.weftec.org/Biosolids/page.aspx?id=7733>
- Code of Good Practice, (NBP): <http://www.weftec.org/Biosolids/page.aspx?id=7733>
- Manual of Good Practice for Biosolids, (NBP): <http://www.weftec.org/Biosolids/page.aspx?id=7733>
- City of Fort Worth Water Department Business Plan Latest Edition, City of Fort Worth Water Department.
- City of Fort Worth Water Department Mission Statement
- Public Outreach Feedback Evaluation Form

EMS Cross References:

- Element 2.0 Biosolids Management Policy
- Element 3.0 Critical Control Points
- Element 4.0 Legal and Other Requirements
- Element 6.0 Public Participation in Planning
- Element 7.0 Roles and Responsibilities
- Element 13.0 Monitoring and Measurement
- Element 16.0 Internal EMS Audit
- Element 17.0 Periodic Management Review of Performance

ATTACHMENTS

Public Outreach Feedback Evaluation Form

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REVISION HISTORY

Revision #	Date	Revision Description
14	08/03/2016	Merged element to new format design, updated Biosolids Policy, updated Review and Update procedures.
13	01/06/2014	Update to Procedure and Proactive Public Participation sections, included Public Outreach Feedback Evaluation Form.
12	08/05/2013	Updated references
11	07/29/2011	Added Public Participation information, fixed typographical errors, revise goals and objectives
10	10/16/2010	Update responsibilities, review criteria for goals & objectives, and references. Revise goals and targets.
09	09/23/2010	2010 Management Review (Revision – Appendix 5a)
08	04/08/2009	2008 Management Review (Revision - Appendix 5a)
07	09/07/2008	Audit (YR3) 2008
06	05/15/2008	Audit (YR2) 2007 and 2007 Management Review
05	06/29/2007	Audit (YR1) 2006
04	05/10/2006	Goal Revisions from 2005 Management Review
03	05/26/2005	3rd Party Audit Phase I Revisions
02	11/29/2004	2004 Issue
01	10/01/2004	Approval Draft
SR	01/30/2004	Issued for Status Review